

# Howard County, MD Economic Opportunity and Prosperity Task Force Report

Presented to Howard County Council

*Leonardo McClarty & Phyllis Madachy, Co-chairs*

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# TASK FORCE MEMBERS

\* named to the Task Force by CR119-2018

## Co-chairs

Phyllis Madachy, former Administrator  
Office on Aging, Deputy Chief  
Administrative Officer, and  
Director, Department of  
Community Resources and  
Services, \* [resume](#)<sup>1</sup>

Leonardo Vandaral McClarty,  
President/CEO, Howard County  
Chamber of Commerce, \* [resume](#)<sup>2</sup>

## Economic Development committee

Ali M. Abidi, (Co-chair) President,  
Howard County Muslim Council, \*  
[resume](#)<sup>3</sup>

Jaykant D Parekh, President,  
KloudData, Inc., \* [resume](#)<sup>4</sup>

Gopi Suri, member, Maryland Tech  
Council and Technology  
Development Corporation, \*  
[resume](#)<sup>5</sup>

Lawrence F. Twele, CEO, Howard  
County Economic Development  
Authority, \* [resume](#)<sup>6</sup>

Melissa Rekas Metz, Development  
Economist, International  
organization

Bitu Dayhoff, President, Community  
Action Council of Howard County

Roger Barnes, Chairman of Economic  
Development for African American  
Community Roundtable (AACR),  
Commissioner of Equal Business  
Opportunity Commission (EBOC),  
Columbia Downtown  
Redevelopment Diversity &  
Inclusion Committee

Peter O'Neil, (Co-chair) Organization  
Consultant, Member Howard Tech  
Council

## Education and Workforce Development committee

Marianne Hyang Brackney, President,  
Korean American Women's  
Society, \* [resume](#)<sup>7</sup>

Jamie Brown, Howard County (Global)  
Farmers Market, Inc., \*

Maddy Halbach, PhD, NBCT, (Co-  
chair) Academy of Finance  
instructor for the Howard County  
Public School System, \*

Jason Shor Jannati, Chief Development  
Officer, Power 52, \* [resume](#)<sup>8</sup>

Elizabeth M. Noble, (Co-chair)  
Associate Dean, Howard  
Community College, \* [resume](#)<sup>9</sup>

Linda Gilmore, Manager, Office of  
Workforce Development, Business

<sup>1</sup> <https://apps.howardcountymd.gov/olis/GetFile.aspx?id=16264>

<sup>2</sup> <http://apps.howardcountymd.gov/olis/GetFile.aspx?id=%2013989>

<sup>3</sup> <http://apps.howardcountymd.gov/olis/GetFile.aspx?id=%2013980>

<sup>4</sup> <http://apps.howardcountymd.gov/olis/GetFile.aspx?id=%2013986>

<sup>5</sup> <http://apps.howardcountymd.gov/olis/GetFile.aspx?id=%2013983>

<sup>6</sup> <http://apps.howardcountymd.gov/olis/GetFile.aspx?id=%2013988>

<sup>7</sup> <http://apps.howardcountymd.gov/olis/GetFile.aspx?id=%2013990>

<sup>8</sup> <http://apps.howardcountymd.gov/olis/GetFile.aspx?id=%2013985>

<sup>9</sup> <http://apps.howardcountymd.gov/olis/GetFile.aspx?id=%2013983>

Solutions Unit Division of  
Workforce Development and  
Adult Learning Maryland  
Department of Labor, Licensing &  
Regulation

Hina Naseem, Regional Director, Junior  
Achievement of Central Maryland

Kathy Norton, Career Consultant,  
Student Success Coach, Howard  
Community College

Mary Thompson, Financial Planner &  
Co-Founder Howard County  
Encore Network

### **Housing and Community Development committee**

Anne Irene Brinker, Vice President,  
Community Action Council of  
Howard County,\* [resume](#)<sup>10</sup>

Paul K. Casey, (Co-chair) President,  
Columbia Downtown Housing  
Corporation,\* [resume](#)<sup>11</sup>

Ana M. Cisneros, Information and  
Referral Outreach Coordinator,  
FIRN,\* [resume](#)<sup>12</sup>

Kimberly Amprey Flowers, (Co-chair)  
President & CEO, Flowers Public  
Engagement & Consulting, LLC,\*  
[resume](#)<sup>13</sup>

Elizabeth Kromm, VP of Population  
Health and Advancement, Howard  
County General Hospital

Becca Niburg, Immigration attorney  
and advocate

Cindy Parr, Executive Director of The  
Arc of Howard County

Bruce Rothschild, Senior Vice President  
& General Counsel, Enterprise  
Community Investment, Inc.

Coleen West, Executive Director,  
Howard County Arts Council

### **County Employees Supporting the Task Force**

Jeff Meyers, Legislative Analyst, County Council

Jessie Keller, District Aide to Councilman Jon Weinstein, Council District 1

Eric Solomon, Public Information Officer, County Council

Jim Meyd, Auditor, County Auditor's Staff

John Gwynn, Senior Attorney, County Office of Law

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<sup>10</sup> <http://apps.howardcountymd.gov/olis/GetFile.aspx?id=%2013982>

<sup>11</sup> <http://apps.howardcountymd.gov/olis/GetFile.aspx?id=%2013990>

<sup>12</sup> <http://apps.howardcountymd.gov/olis/GetFile.aspx?id=%2013981>

<sup>13</sup> <http://apps.howardcountymd.gov/olis/GetFile.aspx?id=%2013987>

# EXECUTIVE SUMMARY

The scope of the Economic Opportunity & Prosperity Task Force (EOPTF) was ambitious and the process of developing recommendations took from October 2017 to December 2018. Several months were needed to understand fully the barriers and opportunities faced by businesses, governmental and community organizations, and individuals before the 30 members could approach recommendations. Members consulted with 33 [subject matter experts](#)<sup>14</sup> and reviewed more than 70 reports and [documents](#).<sup>15</sup>

For a description of the Task Force's duties, see the [BACKGROUND](#) section on page 9.

In efforts to define the targeted audience of individuals, the EOPTF elected to focus its work on specific audiences. The first were individuals for whom meeting day to day expenses are a challenge, referred to as ALICE<sup>16</sup>, a United Way acronym that stands for **A**sset **L**imited, **I**ncome **C**onstrained, **E**mployed.

ALICE is your child care worker, your neighbor, your parent on Social Security, the cashier at your supermarket, the gas attendant, the salesperson at your big box store, your waitress, a home health aide, a veteran, an office clerk. ALICE is a hardworking member of the community who is employed yet does not earn enough to afford the basic necessities of life. ALICE residents earn above the federal poverty level but do not earn enough to afford a bare-bones household budget of housing, child care, food, transportation, and health care.

Additional individuals are those who are skilled and possibly educated beyond high school, yet they are not consistently employed. Even when employed, often with multiple jobs, their take home income is not commensurate with their skills and education. While not included in the ALICE framework, there are also employment obstacles for persons with disabilities, older adults wishing to enter the workforce, and ex-offenders facing multiple barriers to employment.

The EOPTF committed itself to advancing people in the defined groups along with businesses looking for new employees to expand and grow their local operations.

The business community shows hiring and industry trends relevant to growth, and special application to underemployed individuals. Based on opportunities for employment and the advantages that Howard County possesses, a few priority sectors can be identified.

While the County government should continue to have a broad, horizontal approach to entrepreneurship, business growth, and workforce development, relevant agencies and entities may find particular opportunities in these sectors. They are (in no particular order): professional and business services; information technology/cybersecurity; transportation and logistics;

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<sup>14</sup> <https://cc.howardcountymd.gov/About-Us/Commissions-Task-Forces-and-Special-Reports/EOP-Task-Force/EOP-Task-Force-Speakers>

<sup>15</sup> <https://cc.howardcountymd.gov/EOPTaskForceDocs>

<sup>16</sup> <https://www.unitedwayalice.org/home>

manufacturing, especially advanced; health care, including service delivery and also the preceding sectors as they relate to the health sector (i.e. health IT/software development, medical devices, biotechnology, and other research & development).

These are sectors in which there are opportunities for mid-skilled workers to progress into earning a living wage (addressing ALICE population and the underemployed)<sup>17</sup> and in which Howard County also presents an advantage (strategic sector as identified by HCEDA and/or revealed advantage in terms of observed economic activity and job growth).<sup>18</sup>

Government policies and societal expectations impact the way our public and private sectors interact, the places we live, the way residents interact, and even land values. These policies are often invisible to the average resident who does not necessarily connect them to shelter, opportunity, and wellbeing. Where these invisible forces block opportunity and impede economic progress, change is needed.

There is a direct linkage between the success and progress of the individuals and businesses that comprise our community. As we investigate the economic future, the growth and needs of Howard County will exceed projected revenues ([Spending Affordability Committee Report, 2018](#)).<sup>19</sup> Howard County needs innovative ways to encourage entrepreneurs to enter, stay, and grow to produce commercially relevant ideas. We must maximize the rate of sustainable economic growth and reduce barriers to employment of our residents at the same time.

## A DIFFERENT FRAMEWORK FOR PROGRESS - PILLARS OF GROWTH

There can be a more comprehensive way forward with a reframing of the way we plan for a more inclusive economy. The EOPTF frames the issues identified by [CR119-2017](#)<sup>20</sup> within 5 consistent underpinnings, shown below as PILLARS OF GROWTH, that cut across multiple County departments, policies, and sectors of the community. This approach became the framework for the EOPTF to approach the issues covered in CR119-2017 and was critically relevant to the work of the committees of Housing and Community Development, Economic Development, and Education and Business Workforce Development.

### PILLARS OF GROWTH

- **Housing Affordability**
- **Arts and Culture Expansion**
- **Needs of the Immigrant Community**
- **Transportation and Mobility**

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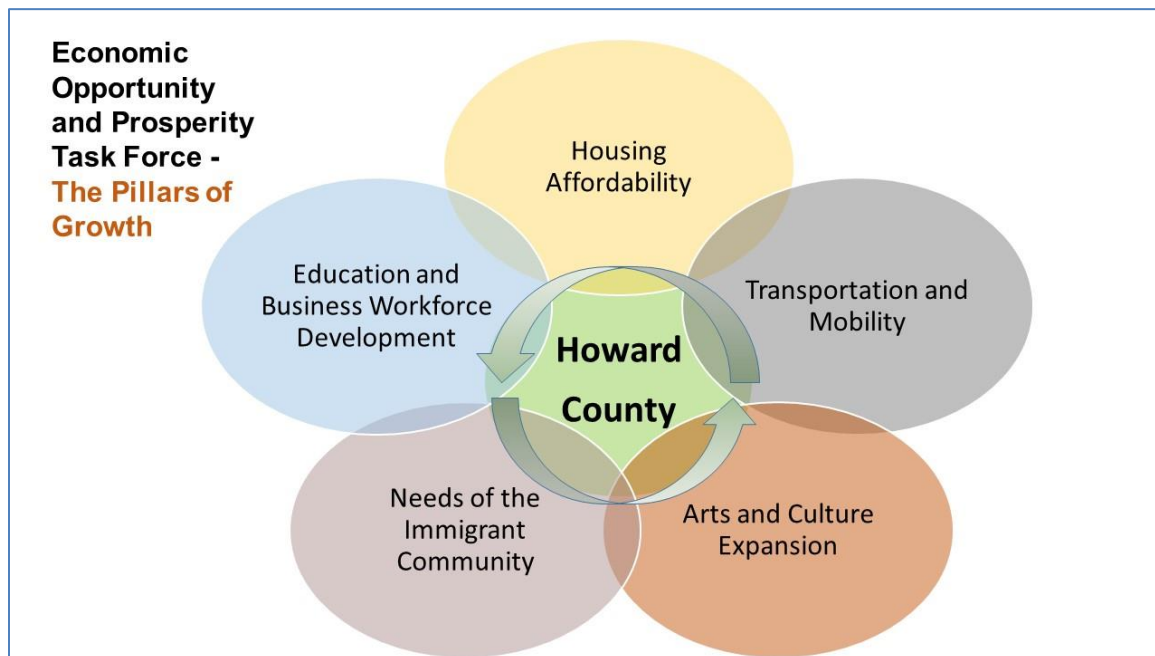
<sup>17</sup> Howard County Office of Workforce Development presentation to the EOP Task Force:  
<https://cc.howardcountymd.gov/LinkClick.aspx?fileticket=ol1k7A0UMnfU%3d&tabid=494&portalid>

<sup>18</sup> Discussions with Economic Development Authority representatives at EOP Task Force subcommittee meetings; Howard County Economic Outlook presentation available here: <https://cc.howardcountymd.gov/LinkClick.aspx?fileticket=uiqjiA0ASvw%3d&tabid=494&portalid=0>

<sup>19</sup> <https://www.howardcountymd.gov/LinkClick.aspx?fileticket=longYN27QgY%3d&portalid=0>

<sup>20</sup> <https://apps.howardcountymd.gov/olis/LegislationDetail.aspx?LegislationID=2904>

- **Education and Business Workforce Development**



In facing large, complex problems, it is common to focus on a single issue because progress is often measured in years, with multiple layers in the solution. While subject matter experts are essential, using the PILLAR approach opens the door to joining experts from diverse fields to view the problem from a systems viewpoint as well as meaningful stakeholder input beginning with the planning process. For example, if a master plan for housing affordability joined housing experts, artists, advocates for persons needing permanent housing, and workforce development professionals, the outcome would be relevant to a broader range of residents and would share the existing resources from multiple sectors.

Well designed solutions benefit the entire community. The PILLAR approach informed the recommendation emanating from the committees and changed the way that many members now look at the community issues.

## **RECOMMENDATIONS**

Based on the work of its three subcommittees, the EOPTF presents 10 recommendations. The Full Report covers Recommendations, Outcomes, Actionable Items, Interested Parties, and Sources.

### **HOUSING AND COMMUNITY DEVELOPMENT COMMITTEE**

- **RECOMMENDATION 1.** Develop a master plan for identifying the housing affordability needs of the broad spectrum of vulnerable populations, establish goals for addressing the needs, including sources of adequate sustained funding, and providing metrics for regularly evaluating progress toward achieving the goals.

- **RECOMMENDATION 2.** Recognizing the increased demand for services to immigrant populations and the employment resource represented by these residents, the County should provide additional resources for immigrant service providers. This includes services that would assist immigrants in fully utilizing their talents in the community and obtaining recognition for foreign credentials and education.
- **RECOMMENDATION 3.** Develop a new master plan for arts and culture to address the interests of a growing and diverse population County-wide including addressing the needs for adequate dedicated spaces for the performing arts and visual arts and guidelines for a formal public art program.

## **ECONOMIC DEVELOPMENT COMMITTEE**

- **RECOMMENDATION 4.** Provide County based local businesses preferential weighting, all things being otherwise equal, when awarding procurement contracts, a practice followed by other Maryland counties. Reward large prime contractors preferential weighting on County procurement contracts for utilizing local Howard County owned businesses as subcontractors.
- **RECOMMENDATION 5.** Conduct a master plan for the Gateway Business Park in 2019 and expedite the approval and redevelopment of Gateway.
- **RECOMMENDATION 6.** The Howard County Administration should budget, and the County Council should support, full annual funding for its portion of the Central Maryland Transit Plan adopted by the County in May 2018.
- **RECOMMENDATION 7.** Develop two Resident focused websites to provide better access to the range of available services. One site should relate to entrepreneurship, business growth, workforce development, job placement, and community offerings. The second should include services useful to persons seeking resources to improve their lives, including employees.

## **EDUCATION AND BUSINESS WORKFORCE DEVELOPMENT COMMITTEE**

- **RECOMMENDATION 8.** Reduce barriers facing the underemployed population in Howard County and increase the coordination of workforce development resources.
  - Implement community strategies for early childhood education to allow families access to affordable child care and children the opportunity to develop tools for future learning.
  - Create closer, action-oriented relationships between regional employers, County educational institutions, and relevant parts of Howard County government.
- **RECOMMENDATION 9.** Intentionally include the seven soft skills required for long term success in the workplace in all skill development programs.
- **RECOMMENDATION 10.** Implement activities and programming that acknowledges the prominence of the Encore (elder) population in Howard County. Such programming should include the support of youth and opportunities for retirees and job changers.



## BACKGROUND

This report and its recommendations are the work of the EOPTF presented to the Howard County Council and County Administration in December 2018. This resident-led Task Force was tasked with developing recommendations to economic prosperity pathways for individuals, businesses, and organizations in Howard County. [Council Resolution 119-2017 \(CR 119-2017\)](#)<sup>21</sup> was adopted unanimously by the Council on October 2, 2017, to achieve that goal. To fully brief the new Council the EOPTF will remain in place through March 2019.

## PURPOSE AND COUNCIL DIRECTION

The Council envisioned a roadmap coming from the EOPTF leading to a better economic future for both businesses and individuals. It asked for a level of thinking to create short-term and long-term actionable recommendations for the Council. On the premise that the Council acting alone is not enough to resolve problems that require resources from multiple sectors, the recommendations include County Administration, County agencies, and organizations outside local government.

In CR 119-2017, the Council recognized systemic barriers to prosperity:

- The basic cost of living in the County is outpacing the increase in wages for a substantial portion of the population.
- Many programs and policies exist in government, the business community, and in the nonprofit sector that might be stronger if better connected.
- Better outcomes could be achieved if based on intentional and comprehensive collaboration between business, government, and community-based organizations.

Further, the Council noted that workforce development, business sector growth, housing, transportation, and education (including job skills training, apprenticeships, and internships), are a few of the many critical areas that enable individuals to obtain higher paying, more fulfilling, and longer-term jobs. Being intentional about building a more skilled and stable workforce for local employers also makes Howard County a more attractive place to start and locate a business.

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<sup>21</sup> <https://apps.howardcountymd.gov/olis/PrintSummary.aspx?LegislationID=2904>

## WORK TO BE ACCOMPLISHED BY THE EOPTF

The Task Force was charged with:

1. reviewing and analyzing policies, programs, laws, and incentives related to expanding and supporting employment and economic growth in Howard County;
2. recommending changes to those policies, programs, laws, and incentives; and
3. recommending any new policies, programs, and incentives to further foster employment and economic growth in Howard County.

CR 119-2017 defined the areas of specific focus while giving the Task Force authority to explore related areas if needed. Combining the original topic areas with three added by the EOPTF, areas of interest were:

- workforce development, including employment processes and programs, compensation, and job access;
- education, including technology and vocational training, mentoring, and apprenticeships;
- economic development, including attracting new and relocating businesses through incentives, land-use, regulatory simplification, capital access, and public-private partnerships;
- workforce success elements, including individual health, personal finance, and legal matters;
- housing, including affordable and workforce housing;
- transportation, including, but not limited to, transit and ride-sharing;
- programs and policies impacting the non-English speaking residents, and
- the heavy burden created by the high cost of child care.

The EOPTF was authorized to build out its membership with representatives of organizations or the Howard County community with the relevant expertise and experience to fully explore the subjects.

Finally, the EOPTF organized itself into three committees tasked with separate topic areas.

1. Housing and Community Development
  - a. Housing including affordable and workforce housing;
  - b. Programs and policies impacting non-English-speaking residents;
  - c. Heavy burden created by the high cost of child care;

## 2. Economic Development and Transportation

- a. Attracting new and relocating businesses through incentives, land-use; regulatory simplification, capital access, and public-private partnerships;
- b. Transportation, including, but not limited to, transit and ride-sharing;

## 3. Education and Business Workforce Development

- a. Employment processes and programs, compensation, and job access;
- b. Education, including technology and vocational training, mentoring, and apprenticeships;
- c. Workforce success elements, including individual health, personal finance, and legal matters.

## ACCESS TO THE PUBLIC

All Task Force meetings and subcommittee meetings followed the Open Meetings Act with monthly meetings conducted from October 30, 2017, to December 10, 2018.

Forty-three meetings were held between October 30, 2017, and December 10, 2018. Between eighty-five and one hundred hours were open to the public, not including the hours that members spent outside of public meetings reviewing reports and consulting with subject matter experts.

- Fourteen full Task Force meetings
- Three public hearings
- Twenty-four subcommittee meetings
- Three report drafting meetings

Council staff created a [website](#)<sup>22</sup> to share the work of the Task Force with the public and make it easy for them to contact the Task Force. The public had full access to agendas, minutes, and recordings of each meeting. [Documents](#),<sup>23</sup> including presentations made by local and regional experts, and the growing list of [speakers](#)<sup>24</sup> kept the public aware of sources used by the Task Force.

The EOPTF benefited by guidance provided by Councilmember Jon Weinstein, Council District 1, sponsor of CR119-2017. Along with his aide, Jessie Keller, the EOPTF benefited from their support and advice. Jeff Meyers, Legislative Analyst for the County Council, was indispensable. From October 2017 through December 2018 he staffed all monthly meetings of the full Task Force,

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<sup>22</sup> <https://cc.howardcountymd.gov/EOPTaskForce>

<sup>23</sup> <https://cc.howardcountymd.gov/EOPTaskForceDocs>

<sup>24</sup> <https://cc.howardcountymd.gov/About-Us/Commissions-Task-Forces-and-Special-Reports/EOP-Task-Force/EOP-Task-Force-Speakers>

each public hearing, and meetings of each subcommittee, making sure that agendas and minutes were publicly posted for each meeting. He maintained the website for the EOPTF, posting all documents and list of speakers. John Gwynn, Senior Attorney in the County of Law provided guidance on the Open Meetings Act, ensuring the public had full access to the work of the EOPTF. Jim Meyd, County Council Auditor staff, provided information on the County's budget process.

Without the staff referenced above, the EOPTF could not have performed its work to the level needed by the County Council and County Administration. This group of dedicated public servants willingly gave of their time and provided needed advice and research.

Finally, deep thanks to the individuals responding to the Task Force:

- Howard County and regional experts offering presentations, calls, email, and consultations to clarify issues and explore best practices.
- Community members attending public meetings and hearings.
- Advocates for individuals that have barriers to self-sufficiency, for deepening the Task Force's understanding about the challenges of living and working in Howard County.

# FULL TASK FORCE FINDINGS

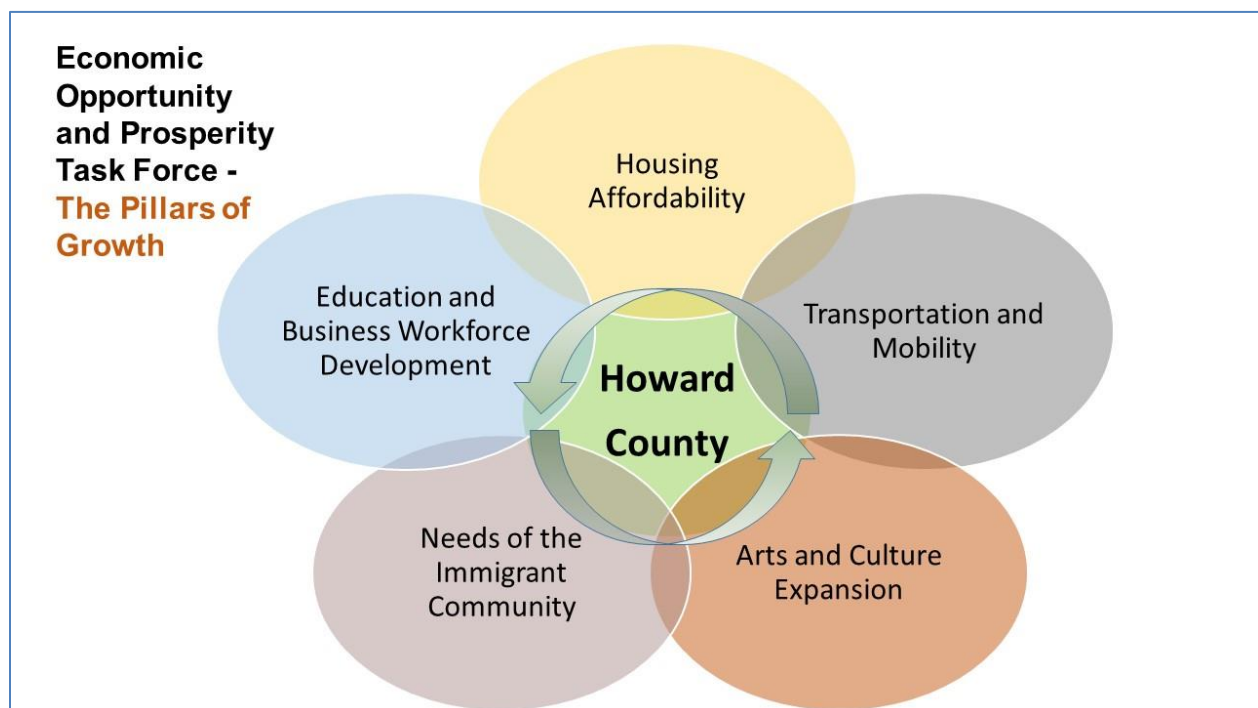
## USING A NEW FRAME OF REFERENCE

The EOPTF believes that systemic change can yield permanent benefits to individuals and businesses in Howard County. The interrelationships among the PILLARS FOR GROWTH point to an approach that helps policy makers and program designers reframe the way in which community issues can be addressed.

In facing large, complex social problems, it is common to focus on the single issue itself because progress is often measured in years, with multiple layers in the solution. Using the PILLAR approach opens the door to joining experts from diverse fields, as well as including meaningful stakeholder input beginning with the planning process. This approach results in policies and programs that more effectively engage the community, broaden stakeholder support, and build community support.

## PILLARS OF GROWTH

Housing Affordability  
Arts and Culture Expansion,  
Needs of The Immigrant Community  
Transportation and Mobility  
Education and Business Workforce Development



# WHAT INDIVIDUALS WOULD BE HELPED BY CHANGE?

## United Way ALICE Report Presentation<sup>25</sup> - January 2018

The ALICE report is a study of financial hardship in Maryland produced by United Way on a national basis to help states and local communities understand the scope of economic hardship. This data and information can help Howard County stakeholders to:

- Evaluate current program models
- Develop programming
- Discuss workforce development issues
- Assess economic development
- Foster cross-section collaboration

Who is an “ALICE” individual?

- **Asset Limited** means a family has no safety net in case of crisis.
- **Income Constrained** shows that the annual income does not meet the basic essentials including housing, child care, food, transportation, health care, and taxes.
- **E** refers to a person who is employed but does not have an adequate income.

ALICE individuals and families have incomes above the Federal Poverty Level (FPL), but not enough to afford a basic household budget that includes housing, child care, food, transportation, health care, and taxes.

The high cost of child care alone is a burden for many families. The 2015 [Howard County Early Education Action Group Report](#)<sup>26</sup> offers policies and programs that, if enacted, would begin to address this particular aspect.

In Howard County, the “survival budget” for ALICE residents:

- Family of four (two adults, two children) is \$75,972, compared to the federal measure for poverty at \$23,850.
- Individual survival budget is \$25,344 compared to the Federal measure of poverty at \$11,670.

Where do ALICE individuals live and what percent do they represent of a town’s population? In 2014 data distribution is as follows:

- Columbia 23%
- Ilchester 19%
- Elkridge 22%

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<sup>25</sup> <https://cc.howardcountymd.gov/LinkClick.aspx?fileticket=0oao2yFukfs%3d&tabid=494&portalid=0>

<sup>26</sup> <https://cc.howardcountymd.gov/LinkClick.aspx?fileticket=QQhfygqKjys%3d&tabid=494&portalid=0>

- North Laurel 29%
- Ellicott City 22%
- Savage 34%
- Fulton 17%
- Scaggsville 11%
- Highland 12%
- Howard County total ALICE 22%

A source of related data is from the Howard County Association of Community Services (ACS). Its 2018 annual [Self Sufficiency Indicators Report](#)<sup>27</sup> shows the actual usage of public services in Howard County. The EOPTF presentation on the report's release in 2018 shows the key findings: [ACS Self-Sufficiency Indicators Report Presentation](#)<sup>28</sup>.

In accomplishing its goals, the EOPTF sought to address ways to assist those who are underemployed or who have had difficulties in sustaining long term employment. Underemployed individuals might be workers whose education levels do not match their forms of employment. Current data shows around 33% of college graduates are underemployed. This underemployment may be due to changes in the job market brought about by mergers, acquisitions, and facility closures. This can also be complicated by low unemployment. The Howard County unemployment rate is now 3.1% compared to the State's rate of 4.3%. As a result, there may be jobs but not at the level meeting both the qualifications and expectations of the candidate. A robust job market also has an adverse effect on people with disabilities and other physical challenges.

In fulfilling its responsibilities, the Task Force reviewed the current state of business and economic development. Moreover, the Task Force wanted to examine what resources and tools are available to the private sector in efforts to foster growth and expansion. The Task Force took a particularly close look at small and minority enterprises, recognizing that the vast majority of jobs are created by small business. Howard County truly exemplifies this as approximately 70% of the County's 10,000 businesses have 25 employees or fewer. Howard County also has a burgeoning women-owned and minority-owned business class, many of whom feel that opportunities are limited when it comes to local government access to contracting. The Task Force quickly concluded that when we grow the small business sector and foster a spirit of inclusivity, the local economy grows and all benefit.

All of the factors and research noted in the preceding paragraphs contributed to the recommendations highlighted and expounded upon in the following paragraphs.

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<sup>27</sup> [https://www.acshoco.org/resources/Website/Self\\_Sufficiency\\_Indicators/SSIR\\_2017\\_Feb\\_20\\_2018.pdf](https://www.acshoco.org/resources/Website/Self_Sufficiency_Indicators/SSIR_2017_Feb_20_2018.pdf)

<sup>28</sup> <https://cc.howardcountymd.gov/LinkClick.aspx?fileticket=IkbP5BxIkmA%3d&tabid=494&portalid=0>

# HOUSING AND COMMUNITY DEVELOPMENT COMMITTEE RECOMMENDATIONS

**RECOMMENDATION 1. Develop a master plan for identifying the housing affordability needs of the broad spectrum of vulnerable populations, establish goals for addressing the needs, including sources of adequate sustained funding, and providing metrics for regularly evaluating progress toward achieving the goals.**

## Outcomes

A master planning process will serve to increase public awareness of the County's housing affordability needs and afford opportunities to engage interested persons in developing solutions to those needs.

A master plan will ensure that the needs of all vulnerable populations are addressed and will establish goals and timelines and increase efficiency and effectiveness of efforts by providing metrics to measure progress in achieving housing affordability goals.

Workers need housing reasonably proximate to employment centers. Employee retention and productivity is enhanced when employees have appropriate, affordable housing that does not consume more than 30% of the employee's income. Appropriate affordable housing strengthens the workforce, leads to better performance and higher productivity, and enhances family stability, safety, and security.

Housing affordability is a key indicator in promoting public health, community well-being, family stability, and student performance. Sound programs that provide access to affordable housing, transportation, and food security can have a positive impact on public health and welfare, as well as economic development and prosperity.

## Actionable Items

1. The County Administration should include in the FY2020 Budget the funds to develop a Housing Affordability Master Plan.
2. The County Council should adopt a resolution authorizing and funding the development of a Housing Affordability Master Plan that will set goals and provide metrics to measure progress in achieving those goals. The master plan shall establish criteria for the siting of affordable housing that shall promote residential integration of affordable housing units in developments county-wide. Other siting criteria shall include the reasonable access to public transportation networks, proximity to employment opportunities, health services, and educational facilities.



3. The Task Force recommends constructing and placing such units in a dispersed and distributed way in the development to minimize signaling a concentration or separation from other units.
4. The master plan shall address the provision of annual and sustained funding to attain long-term and annual goals, as well as plans and programs to achieve those goals, and how frequently the plan should be updated.
5. The County should implement programs to incentivize private developers to partner with the County to create mechanisms that ensure the on-going ability to develop affordable housing.
6. The County should ensure coordination of the delivery of affordable housing resources and services to efficiently achieve the goals of the master plan.
7. The County should strengthen the commitment to affordable housing as represented by the Development Rights and Responsibilities Agreement (DRRA) for Downtown Columbia and other development policies.

## Interested Parties

- The master plan shall be developed by a task force under the direction of the Department of Planning and Zoning with a representative from each of the Department of Community Resources and Services, the Department of Housing and Community Development, the Howard County Housing Commission, the Columbia Downtown Housing Corporation, Association of Community Services, affordable housing developers, as well as representatives from a broad spectrum of stakeholders in the community. The planning process shall include public hearings and outreach to vulnerable populations.
- Vulnerable populations include workforce families, low- and limited-income families, seniors, individuals who are homeless or at risk of being homeless, disabled persons, veterans, immigrant populations, and ALICE (Asset-limited, Income-Constrained, Employed) individuals.

## Sources<sup>29</sup>

- Report on Affordable and Special Populations, June 26, 2018, presented to the Task Force by Peter Engel, Executive Director, Howard County Housing Commission.
- Report of Howard County Office of Veterans and Military Families, June 2018, presented to the Task Force by Lisa Terry.
- MIHU and Affordability, written submission to the Task Force, June 26, 2018, by Kelly Cimino, Director, Department of Housing and Community Development.
- Innovation and Inclusivity Driving New Housing Initiative in Howard County, The Business Monthly, April 2018.
- Howard County Autism Housing Presentation to the Task Force, April 2018.

<sup>29</sup> <https://cc.howardcountymd.gov/EOPTaskForceDocs>

*Housing and Community Development Committee Recommendations Continued ...*

- Learning About Howard County: Population, the Economy & the Built Environment, Report of the Howard County Department of Planning and Zoning to the Task Force, April 9, 2018.
- Howard County Department of Housing & Community Development MIHU Report, January 2018.
- Howard County Department of Housing & Community Development Director's Report, January 2018.
- Howard County Department of Housing & Community Development Task Force Presentation, March 2018.
- Columbia Renews Commitment to Diversity, Planning, The Magazine of the American Planning Association, June 2017.
- Columbia Housing Center—Frequently Asked Questions, March 2018.
- Baltimore Metropolitan Council Presentation to the Task Force, December 2017.
- United Way ALICE Report Presentation to the Task Force, January 2018.
- Robert Wood Johnson Foundation, County Health Rankings & Roadmaps, What Works for Health.<sup>30</sup>
- County Ranks High in Healthy Living 'Playbook', Howard County Times, March 22, 2018.
- Association of Community Services Self-Sufficiency Indicators Report Presentation and related materials, February 2018.

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<sup>30</sup> <http://www.countyhealthrankings.org/>

**RECOMMENDATION 2.** Recognizing the increased demand for services to immigrant populations and the employment resource represented by these residents, the County should provide additional resources for immigrant service providers. This includes services that would assist immigrants in fully utilizing their talents in the community and obtaining recognition for foreign credentials and education.

## Outcomes

A diverse community is healthier and more productive. Providing temporary support to immigrants allows them to integrate into the community and become contributing members of society. Allowing immigrants to use their training, education, and skills would reduce underemployment leading to more productive, healthier, and stable families. Providing social services to immigrants leads to improved health and educational outcomes.

## Actionable Items

1. Agencies that service immigrants lack sufficient space that is appropriate for the unique needs of the immigrant population given the sensitive nature of immigrant services and privacy concerns.
2. The immigrant population is often under-employed. The community will benefit when foreign credentials are more transferrable; using employees' skills and abilities improves efficiency and contributes to a better economy. The County should assist employers in finding ways to employ immigrants.
3. Anecdotal reports suggest that the County has not provided adequate training for employees to help them deal with immigrants and their unique issues. The County should provide appropriate training for its employees in order to assist them in dealing with immigrants and helping them with their unique issues.
4. About 20% of the County's population is foreign born. Many of these individuals and families struggle with finding suitable, appropriate housing and employment. Given the national political climate, providing services to immigrant populations has unique challenges.

## Interested parties

- In considering action steps, the Council should seek input from immigrant service providers and immigrant organizations, as well as make outreach efforts to include immigrant populations.
- Engage a wide group of resources to better coordinate their resources in a culturally sensitive manner including FIRN, Community Action Council, the Howard County

Department of Community Resources and Services, Association of Community Services, transportation and mobility advocates, and workforce development agencies.

## Sources

- Foreign-born Information and Referral Network (FIRN) Bridging Cultures, Building Community, [materials submitted to the Task Force](#)<sup>31</sup>
- Testimony of Hector Garcia, CEO and Executive Director of FIRN, before Housing and Community Development Subcommittee of Task Force, as reported in [meeting minutes of June 4, 2018](#)<sup>32</sup>
- [Submission from FIRN to the Task Force](#)<sup>33</sup>, April 16, 2018, in response to questions from the Housing and Community Development Subcommittee
- [Learning About Howard County: Population, the Economy & the Built Environment](#)<sup>34</sup>, Report of the Howard County Department of Planning and Zoning to the Task Force, April 9, 2018

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<sup>31</sup> [https://cc.howardcountymd.gov/Portals/0/HCD\\_Minutes\\_6-4-18%20revised.pdf](https://cc.howardcountymd.gov/Portals/0/HCD_Minutes_6-4-18%20revised.pdf)

<sup>32</sup> [https://cc.howardcountymd.gov/Portals/0/HCD\\_Minutes\\_6-4-18%20revised.pdf](https://cc.howardcountymd.gov/Portals/0/HCD_Minutes_6-4-18%20revised.pdf)

<sup>33</sup> <https://cc.howardcountymd.gov/Portals/0/email%20-%20immigrant%20issues.pdf>

<sup>34</sup> <https://cc.howardcountymd.gov/LinkClick.aspx?fileticket=xECIOg8Grww%3d&tabid=494&portalid=0>

**RECOMMENDATION 3. Develop a new master plan for arts and culture to address the interests of a growing and diverse population County-wide including addressing the needs for adequate dedicated spaces for the performing arts and visual arts and guidelines for a formal public art program.**

## **Outcomes**

The arts contribute significantly to the County's high quality of life. The arts promote personal well-being, are essential to a well-rounded education, provide opportunities for civic engagement and dialogue, and help us understand diverse cultures, traditions, and values. Communities that embrace and invest in the arts create exciting and vibrant places to live, work, learn, and play. In turn, these investments attract new people, businesses, and ideas.

A new master plan will provide County decision-makers with an arts and culture roadmap of where the County is, where the County wants to go, and how the County will plan for and attain the vital, vibrant community that residents and businesses seek. It will also provide direction, goals, and timelines and increase the efficiency and effectiveness of efforts of and between public and private stakeholders.

County investment in arts and culture serves the public interest by broadening public access to the arts, fostering diverse forms of individual self-expression in dance, music, literature, theater, visual arts and other cultural traditions, and improving the quality of life of residents, employees, and employers through:

**Civic Engagement, Cultural Preservation and Understanding:** As the County continues to grow it will continue to experience demographic and ethnic changes. The arts preserve and celebrate culture and heritage by passing cultural traditions along to future generations while providing opportunities to gain greater knowledge and understanding of diverse cultures.

Exhibits, concerts, festivals, and other events bring people together and provide a forum to learn about diverse cultures, religions, and values and thereby help to foster and nurture a community. They encourage us to converse, build relationships, and express opinions and ideas in a proactive, constructive manner. They shed light on issues that confront us and teach us how to be a more civil, tolerant and open society.

**Education:** The arts provoke thought and provide opportunities for lifelong learning and personal growth. National studies show:

Arts education programs help reduce dropout rates, increase retention and engagement rates of students, and raise educational attainment levels. Students who take four years of arts and music

average almost 100 points higher on their SAT scores than students who take only one-half year or less. Students with high arts participation and low socioeconomic status have a 4% dropout rate – five times lower than their peers with little to no arts participation.

Low income students who are highly engaged in the arts are twice as likely to graduate college as their peers with no arts education. Participation in arts programs decreases young people's involvement in delinquent behavior, increases academic outcomes for both adjudicated and disadvantaged youth, and improves attitudes about themselves and their future.

**Community Health & Wellness:** The arts have a positive impact on health and wellness. Both traditional and non-traditional medical fields use visual art, music, dance, poetry, and drama to treat patients and people with disabilities with a variety of therapeutic needs. The arts are used to strengthen speech patterns, self-image, and socialization skills; they help participants overcome or reduce physical dysfunction; and music therapy, in particular, has been very successful in treating seniors with Alzheimer's Disease.

The healing benefits of the arts result in shorter hospital stays, better pain management, and less medication. The arts not only help patients, addicts, veterans, seniors, and youth at risk cope with loss, isolation, depression, and the effects of mental and physical illnesses, but help family members cope as well. Military service members and Veterans rank art therapies in the top 4 (out of 40) interventions and treatments.

**Workforce Development:** To be competitive in attracting and retaining creative workers and industries, Howard County will need not only strong public education, housing, safety and transportation, but it will need to have unique arts, entertainment, cultural, recreation, and live-work options to appeal to a diverse active community.

**Economic Development:** A strong arts sector is an economic asset that stimulates business activity, attracts tourism revenue, retains a high-quality work force, and enhances property values. The arts, both for-profit and nonprofit, are an important part of the County's small business sector. The County is home to more than 750 arts-related businesses that employ approximately 3,500 people. The arts sector accounts for about 4% of the total businesses in the County and about 2% of the people they employ. The non-profit arts sector is key to incubating artistic ideas and creative enterprises and engaging County residents. Non-profits support the local economy generating approximately \$4 million in direct revenues, and their audiences generate an extra \$15 million in secondary spending for a total economic impact of almost \$19 million.

## Actionable Items

1. County Administration should budget and the County Council should approve funds for the development of an Arts and Culture Master Plan.  
The master plan should address the provision of annual, capital, and sustained funding to attain long-term and annual goals and how often the plan should be updated. The plan should also address, at a minimum, the following areas:
  - fostering diverse arts and cultural organizations and individual artists
  - art-in-public spaces
  - arts education and life-long learning
  - strengthening the County's partnership with the Howard County Arts Council
  - audience development and marketing
  - funding
  - non-profit board development
  - affordable live and work space for artists and arts and cultural organizations
  - appropriate space to present the arts and enhance the experience for both.
2. Engage the Howard County Department of Planning and Zoning and the Howard County Arts Council to formalize a partnership, and identify potential community partners.

## Interested Parties

- The Howard County Council adopted Section 12.804(a) to the County Code with the purpose of establishing a private, non-partisan arts agency to serve the public and foster the arts. In 1984, the Howard County Arts Council was designated to permanently fulfill that role.
- The master plan should be developed by a task force under the direction of the Howard County Arts Council and Department of Planning and Zoning with stakeholders representing a variety of arts disciplines and cultural traditions as well as stakeholders from business, education, government, and the broader community to include people of all ages, abilities, ethnicities, and socio-economic backgrounds.
- Relevant stakeholders include the Howard County Office of Tourism, Howard County Public School Systems, and the Economic Development Authority.

## Sources

Howard County Arts Council Presentation to EOP Task Force, April 2018, which was informed by:

- [Americans for the Arts](https://www.americansforthearts.org/research).<sup>35</sup>

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<sup>35</sup> <https://www.americansforthearts.org/research>

- [U.S. Bureau of Economic Analysis and National Endowment for the Arts, March 2018.](#)<sup>36</sup>
- [Creative Industries: Business & Employment in the Arts, Americans for the Arts and Dun & Bradstreet](#)<sup>37</sup>, 2017.
- [Interactive: Arts Vibrancy Across the US, National Center for Arts Research, Southern Methodist University, 2017.](#)<sup>38</sup>
- [Economic Impact of the Arts in Maryland](#)<sup>39</sup>, Maryland Department of Business and Economic Development, 2016.
- [National Center for Creative Aging.](#)<sup>40</sup>
- [Needs Assessment for Arts Facilities, Howard County, MD,](#)<sup>41</sup> Webb Management Services, 2015.
- [PlanHoward 2030](#)<sup>42</sup>, Howard County, MD, 2012.
- [Downtown Columbia Final Conceptual Cultural Plan, Lord Cultural Resources, 2011.](#)
- [2009 State of the Field Report: Arts in Healthcare, Society for the Arts in Healthcare, 2009.](#)
- [Merriweather Post Pavilion Feasibility Study, Webb Management Services, 2004.](#)
- [ArtsVision: State of the Arts in Howard County](#)<sup>43</sup> 2003, Howard County Arts Council and Vision Howard County, 2003.
- [ArtsVision 2001, Howard County Arts Council, 1992.](#)
- [A Report on Arts and Cultural Assessment Needs Study, Howard County, MD, 1989.](#)
- [A Study of Model Community Arts Programs, Howard County Arts Council and the Horizon Foundation, 2002.](#)

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<sup>36</sup> <https://www.arts.gov/news/2018/arts-contribute-more-760-billion-us-economy>

<sup>37</sup> <https://www.americansforthearts.org/by-program/reports-and-data/research-studies-publications/creative-industries>

<sup>38</sup> <https://sites.smu.edu/meadows/heatmap/index.html>

<sup>39</sup> <https://www.msac.org/publications/economic-impact-arts-maryland-fiscal-year-2016>

<sup>40</sup> <https://creativeaging.org/>

<sup>41</sup> <https://www.hocoarts.org/wp-content/uploads/2016/09/HoCo-Arts-Facility-Report-Final.pdf>

<sup>42</sup> <https://www.howardcountymd.gov/Departments/Planning-and-Zoning/Community-Planning/General-Plan>

<sup>43</sup> <https://www.hocoarts.org/wp-content/uploads/2016/09/ArtsVisionReport.pdf>



# ECONOMIC DEVELOPMENT COMMITTEE

## RECOMMENDATIONS

**RECOMMENDATION 4. Provide County based local businesses preferential weighting, all things being otherwise equal, when awarding procurement contracts, a practice followed by other Maryland counties. Reward large prime contractors preferential weighting on County procurement contracts for utilizing local Howard County owned businesses as subcontractors.**

### Outcomes

Improve the percentage of contracts awarded to County-based businesses, especially those that are owned by minorities, women, veterans, and the disabled. Provide greater opportunity to intensely engage local businesses and strengthen the broader economic community. Increased participation of local businesses is expected to have positive spillover effects in terms of job creation, economic growth, and resulting increases in tax revenue, which will benefit Howard County's economy and quality of life.

### Actionable Items

1. Re-evaluate the certification process and implement required participation levels for local businesses with offices in Howard County and implement required participation levels for:
  - a. all business conducted with Howard County,
  - b. all business areas where public funding is involved, or
  - c. all development where Howard County Council approval is required.
2. The County should encourage private businesses to utilize local businesses where the talent is available to fulfill their needs.
3. The County should examine adopting a set of contracting incentives to directly provide county owned businesses, with "all things being equal", a locational preference on all competitive bidding procurement contracts and to reward larger businesses for utilizing local Howard County owned businesses as subcontractors.

### Interested Parties

- The Equal Business Opportunity Commission (EBOC)
- Howard County Economic Development Authority
- Howard County based small businesses, especially those that are minority, women, veteran, and disabled owned.

### Sources

- [EBOC Report on CR181-2016<sup>44</sup>](#), August 2017

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<sup>44</sup> [https://cc.howardcountymd.gov/Portals/0/EBOC\\_CR-181\\_Report\\_Submitted\\_1.pdf](https://cc.howardcountymd.gov/Portals/0/EBOC_CR-181_Report_Submitted_1.pdf)

*Economic Development Committee Recommendations Continued ...*

- [Howard County Equal Business Opportunity Commission](#)<sup>45</sup>
- [Howard County Economy Overview](#)<sup>46</sup>,
- [Baltimore Metropolitan Council March 2018](#)
- [Baltimore Metropolitan Council Presentation](#)<sup>47</sup>, December 2017
- [EOPT Public Hearing Presentation](#)<sup>48</sup>, (EOP Task Force) April 2018
- [EOPT Public Hearing Presentation, October 9, 2018](#)<sup>49</sup>
- [Howard County Office of Veterans and Military Families Presentation](#)<sup>50</sup>, June 2018
- [Learning About Howard County: Population, the Economy & the Built Environment](#)<sup>51</sup> - (Howard County Department of Planning and Zoning), April 2018
- [Howard County Economic Outlook Presentation](#)<sup>52</sup>, (Presentation to Spending Affordability Committee), February 2018
- [HCEDA Subcommittee Presentation](#)<sup>53</sup>, (Howard County Economic Development Committee), February 2018
- [Regional Preference Programs](#)<sup>54</sup>, (Howard County Office of Purchasing), April 2017
- [CR181-2016 Legislation](#)<sup>55</sup> - (Howard County Council), December 2016

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<sup>45</sup> <https://cc.howardcountymd.gov/eboastudy>

<sup>46</sup> <https://cc.howardcountymd.gov/LinkClick.aspx?fileticket=oJlaVK77zLc%3d&tabid=494&portalid=0>

<sup>47</sup> <https://cc.howardcountymd.gov/LinkClick.aspx?fileticket=mpHa0MuXzXk%253d&tabid=494&portalid=0>

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<sup>49</sup> [https://cc.howardcountymd.gov/Portals/0/EOPT\\_Public\\_Hearing\\_Presentation\\_10\\_09\\_18.pdf](https://cc.howardcountymd.gov/Portals/0/EOPT_Public_Hearing_Presentation_10_09_18.pdf)

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<sup>53</sup> [https://cc.howardcountymd.gov/Portals/0/HCEDA\\_Subcommittee\\_Presentation\\_on\\_2\\_28\\_18.pdf](https://cc.howardcountymd.gov/Portals/0/HCEDA_Subcommittee_Presentation_on_2_28_18.pdf)

<sup>54</sup> <https://cc.howardcountymd.gov/LinkClick.aspx?fileticket=jMoq4dn0w04%3d&tabid=494&portalid=0>

<sup>55</sup> <https://cc.howardcountymd.gov/LinkClick.aspx?fileticket=3Fds08WWe3Y%3d&tabid=494&portalid=0>

**RECOMMENDATION 5. Conduct a master plan for the Gateway Business Park in 2019 and expedite the approval and redevelopment of Gateway.**

## **Outcome**

While attracting large corporations and international investment remains an important goal, the role of small and medium-sized business is becoming a key focus for contemporary cities. Experience across the U.S. and internationally shows that a small number of companies create a large proportion of jobs in an economy. These companies tend to be young and innovative. Providing support to help businesses set up is another strong advantage cities can offer. It is essential that they have a transparent business environment and that their regulation, procedures, and business incentives be straightforward and well-known. Cities must consider the physical spaces as part of the business climate they provide.

## **Actionable Items**

1. Ensure the Columbia Gateway Business Park master plan goes forward next year. The area is critical to bring in private investment to support growing industries, and further economic growth and job creation, particularly in industries such as cybersecurity, biotechnology, and international business. Currently, the Howard County Innovation Center in Columbia Gateway is being created to serve as a catalyst to serve new and existing small businesses, attract private investments and expand the services of the Howard County Economic Development Authority, Howard Tech Council, and the Maryland Center for Entrepreneurship (MCE) incubator space. The success of the HCEDA and MCE is illustrated by the rapid growth of resident companies, graduates, and creation of new jobs in the County. Further, one of the main needs of existing businesses in the County is for space and land, and the Gateway development can help address this and allow for a sub-set of more innovative, job-creating businesses to find office space.
2. By seeking opportunities to leverage resources to attract and retain businesses, and increase support for entrepreneurship, innovation, and small business programs, the County will grow and diversify its employment base.

## **Interested Parties**

The County as a whole as it seeks to strengthen the creation of new businesses, provide partner opportunities for existing businesses, add new jobs, contribute to the diversity of the community, and increase revenues.

## Sources

- Howard County [Equal Business Opportunity Commission](#)<sup>56</sup>
- [Howard County Economy Overview](#)<sup>57</sup>, Baltimore Metropolitan Council, March 2018
- [Baltimore Metropolitan Council Presentation](#)<sup>58</sup>, December 2017
- [Learning About Howard County: Population, the Economy & the Built Environment](#)<sup>59</sup>, Howard County Department of Planning and Zoning) April 2018
- [Howard County Economic Outlook Presentation](#)<sup>60</sup>, Presentation to Spending Affordability Committee) February 2018
- [Spending Affordability Advisory Committee Report FY2019](#)<sup>61</sup>, March 2018
- [HCEDA Subcommittee Presentation](#)<sup>62</sup>, Howard County Economic Development Committee) February 2018
- [The Innovation Paradox](#)<sup>63</sup>

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<sup>56</sup> <https://cc.howardcountymd.gov/eboostudy>

<sup>57</sup> <https://cc.howardcountymd.gov/LinkClick.aspx?fileticket=ojJaVK77zLc%3d&tabid=494&portalid=0>

<sup>58</sup> <https://cc.howardcountymd.gov/LinkClick.aspx?fileticket=mpHa0MuXzXk%253d&tabid=494&portalid=0>

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<sup>60</sup> <https://cc.howardcountymd.gov/LinkClick.aspx?fileticket=uiqjiA0ASvw%3d&tabid=494&portalid=0>

<sup>61</sup> <https://www.howardcountymd.gov/LinkClick.aspx?fileticket=longYN27QgY%3d&portalid=0>

<sup>62</sup> [https://cc.howardcountymd.gov/Portals/0/HCEDA\\_Subcommittee\\_Presentation\\_on\\_2\\_28\\_18.pdf](https://cc.howardcountymd.gov/Portals/0/HCEDA_Subcommittee_Presentation_on_2_28_18.pdf)

<sup>63</sup> <https://openknowledge.worldbank.org/bitstream/handle/10986/28341/9781464811609.pdf>

**RECOMMENDATION 6. The Howard County Administration should budget, and the County Council should support, full annual funding for its portion of the Central Maryland Transit Plan adopted by the County in May 2018.**

- The Central Maryland Transit Development Plan was created with a focus on connecting residents to jobs and education, improving service reliability, increase frequency of service, shorter routes and few longer routes, smaller transit vehicles, expand weekend service, develop new local services and cross-county routes connecting activity centers.
- Addressing transportation challenges requires a comprehensive approach that goes beyond just buses, automobiles, and truck movement. It is important to make Howard County a more bicycle- and pedestrian-friendly community by funding infrastructure improvements and updating the County's design manual to reflect a Complete Streets approach to transportation. The Complete Streets Guidance planning document calls for the consideration of transit improvements along with pedestrian and bicycle roles in the development of plans for improvements of streets and boulevards in the County.
- The Committee also recommends further analysis for the development of a feasibility study of a Bus Rapid Transit (BRT) system that provides connections to major origins and destinations and as an alternative to auto travel both within Howard County and neighboring counties as the PlanHoward 2030 calls for.

## **Outcomes**

- Howard County, together with Anne Arundel County, Prince George's County and the City of Laurel, have each appointed a representative to the Central Maryland Transportation & Mobility Commission. The Commission was established to maintain an efficient and effective, coordinated regional bus system throughout central Maryland known as the "Regional Transportation Agency of Central Maryland" (or "RTA"), an inter-county planning commission.
- The further buildout of transit routes and purchasing of newer and more energy efficient vehicles of various sizes will enhance the resiliency and scheduling of our transportation infrastructure. The resulting capabilities will provide greater mobility options for our community members.
- An efficient and well-connected transportation system is essential to connect residents to job opportunities, shopping centers, and cultural events. This is particularly important for County residents that may not own vehicles, including possibly ALICE, underemployed, and recent immigrants. The further buildout of transit routes and purchasing of newer and more energy efficient vehicles of various sizes will enhance the resiliency and scheduling of our transportation infrastructure. The resulting capabilities will provide greater mobility options for our community members.

## Actionable Items

1. The County Office of Transportation has multiple projects underway that will provide a series of systemic improvements to Howard Transit bus stops. These improvements include the installation of bus shelters, concrete pads, bus stop signs, connecting sidewalks, curb cuts (consistent with ADA requirements), crosswalks, and route map holders. A service that shows when the next bus is expected to arrive at a given stop, using real-time location (GPS) as opposed to schedules, would make the system more convenient for riders and allow them to better plan work hours, child care pick-up, etc. These improvements enhance passenger access, safety, and comfort as well as conform with ADA guidelines. These initiatives should also be expected to positively increase the ridership experience on the local system. Over the medium- and longer-term, officials should explore ways to increase frequency of service without requiring substantially higher subsidies.
2. The Office of Transportation began a Phase 1 evaluation of the concept and cost projects associated with implementing a Bus Rapid Transit system in Howard County in 2012 and a more detailed Phase 2 study was performed in 2016. The Phase II effort focuses on a BRT system within three primary corridors: US 29, Broken Land Parkway, and US 1. Based upon the recommended BRT system and feeder service, the study clearly documents a significant travel market and demand for high quality BRT From/To and within Howard County for each of the three corridors. To achieve offering such a bus service, coordination and cost sharing must be worked out with Montgomery County for the route along US 29, Prince George's County for the route along US 1, and Anne Arundel County for the route from US 1 to Broken Land Parkway to US 32.
3. Addressing transportation challenges requires a comprehensive approach that goes beyond just buses, automobiles, and truck movement. We believe it is important to make Howard County a more bicycle- and pedestrian-friendly community by funding infrastructure improvements and updating the county's design manual to reflect a Complete Streets approach to transportation. The Complete Streets Guidance planning document calls for the consideration of transit improvements along with pedestrian and bicycle roles in the development of plans for improvements of streets and boulevards in the County.

## Sources

- [Central Maryland Transit Development Plan](#)<sup>64</sup>
- [Howard County Chamber Transportation Discussion](#), May 2018<sup>65</sup>

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<sup>64</sup> <https://apps.howardcountymd.gov/olis/LegislationDetail.aspx?LegislationID=3025>

<sup>65</sup> <https://cc.howardcountymd.gov/LinkClick.aspx?fileticket=VhGlcP-WV3w%3d&tabid=494&portalid=0>

- [Trump's welfare reform plan misses a key piece: Transportation](#)<sup>66</sup>, (*The Washington Post*) May 2018
- [Fast-bus systems overtake light rail as the next big thing in urban transit](#)<sup>67</sup>, (*The Wall Street Journal*), April 2018
- [Transit in Howard County Presentation](#)<sup>68</sup>, (Hispanic Roundtable) March 2018
- [Economy Responses to Task Force Questions](#)<sup>69</sup>, (Office of Workforce Development) March 2018
- Walk Howard, [Howard County Draft Pedestrian Master Plan](#), 2017<sup>70</sup>
- Howard County [Complete Streets Draft Policy](#)<sup>71</sup>, March, 2017
- [Bus Rapid Transit](#)<sup>72</sup>
- Phase 2 Howard County [BRT Technical Report](#)<sup>73</sup>
- [US29 South Corridor Advisory Committee](#)<sup>74</sup>

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<sup>66</sup> [https://www.washingtonpost.com/local/trafficandcommuting/trumps-welfare-reform-plan-misses-a-key-piece-transportation/2018/05/12/9e7ba684-538c-11e8-abd8-265bd07a9859\\_story.html?utm\\_term=.f0c85023f1ba](https://www.washingtonpost.com/local/trafficandcommuting/trumps-welfare-reform-plan-misses-a-key-piece-transportation/2018/05/12/9e7ba684-538c-11e8-abd8-265bd07a9859_story.html?utm_term=.f0c85023f1ba)

<sup>67</sup> [https://www.wsj.com/articles/the-next-big-thing-in-urban-transit-fast-bus-systems-1523361600?shareToken=stf3f66faf259d4cfc9f0c662876e27b13&reflink=article\\_email\\_share](https://www.wsj.com/articles/the-next-big-thing-in-urban-transit-fast-bus-systems-1523361600?shareToken=stf3f66faf259d4cfc9f0c662876e27b13&reflink=article_email_share)

<sup>68</sup> [https://cc.howardcountymd.gov/LinkClick.aspx?fileticket=\\_hgq1OtFP0%3d&tabid=494&portalid=0](https://cc.howardcountymd.gov/LinkClick.aspx?fileticket=_hgq1OtFP0%3d&tabid=494&portalid=0)

<sup>69</sup> <https://cc.howardcountymd.gov/LinkClick.aspx?fileticket=BmbT9Zs-2Pc%3d&tabid=494&portalid=0>

<sup>70</sup> [https://walkhoward.files.wordpress.com/2017/12/compressed\\_walkhoward\\_fulldoc\\_oct\\_11\\_20171.pdf](https://walkhoward.files.wordpress.com/2017/12/compressed_walkhoward_fulldoc_oct_11_20171.pdf)

<sup>71</sup> [https://www.howardcountymd.gov/LinkClick.aspx?fileticket=PMDGB\\_6pROI%3d&portalid=0](https://www.howardcountymd.gov/LinkClick.aspx?fileticket=PMDGB_6pROI%3d&portalid=0)

<sup>72</sup> <https://www.howardcountymd.gov/Departments/County-Administration/Transportation/Transportation-Projects>

<sup>73</sup> <https://www.howardcountymd.gov/LinkClick.aspx?fileticket=9j4rWu219Pg%3d&portalid=0>

<sup>74</sup> <https://montgomerycountymd.gov/brrt/us29south.html>

**RECOMMENDATION 7. Develop two Resident focused websites to provide better access to the range of available services. One site should relate to entrepreneurship, business growth, workforce development, job placement, and community offerings. The second should include services useful to persons seeking resources to improve their lives, including employees.**

The Economic Development Authority could develop a marketing and information dissemination campaign to further disseminate information on the availability of these services to their target populations.

## Outcomes

Residents, entrepreneurs, and businesses can find and learn about the organizations, information, and support services available to them for specific needs, including some of the areas identified as small business needs, including legal services, accounting services, business plan preparation, financial management systems, and preparation of estimates for construction companies.

## Actionable Items

Expand the information available on the [Howard County Services web page](https://www.howardcountymd.gov/Services)<sup>75</sup> to include Community Service Partners and County non-profit organizations by their service mission. Examples of this approach to serving Residents are included in the sources below.

## Interested Parties

- There are a large number of dedicated Community Service Partners and other non-profits committed to support the lives of Howard County residents. However, many of these organizations are people and resource-constrained. Some residents voice a lack of awareness of the services that are available for their needs and concerns.
- Economic Sector: Small Business Development Center, Howard Community College's Center for Entrepreneurial and Business Excellence, Howard County Office of Workforce Development, Maryland Apprenticeship and Training Program, Maryland Department of Commerce, Maryland Department of labor, Licensing, and Regulation (DLLR), and the Greater Baltimore Committee.
- Individual Self Sufficiency: Department of Community Resources and Services, Board to Promote Self Sufficiency, Foreign Born Information and Referral Network, Association of Community Services, Coalition of Geriatric Services and other provider networks.

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<sup>75</sup> <https://www.howardcountymd.gov/Services>



- The Office of Workforce Development is a key stakeholder with links to the state. This recommendation will benefit from facilitating dialogues with the relevant state agencies (DLLR, Commerce) and regional organizations like Greater Baltimore Committee.

## Sources

- [How Local Governments Are Using Technology to Serve Residents Better](#)<sup>76</sup>
- [How Local Governments Can Drive Civic Engagement](#)<sup>77</sup>
- [How Mobile Apps Help Local Governments Connect With Residents](#)<sup>78</sup>

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<sup>76</sup> <https://hbr.org/2016/01/how-local-governments-are-using-technology-to-serve-Residents-better>

<sup>77</sup> <https://cele.sog.unc.edu/how-local-governments-can-drive-civic-engagement-in-2018/>

<sup>78</sup> <http://nationswell.com/mobile-apps-local-governments-Residents-civic-engagement/>

# EDUCATION AND BUSINESS WORKFORCE DEVELOPMENT COMMITTEE RECOMMENDATIONS

**RECOMMENDATION 8. Reduce barriers facing the underemployed population in Howard County and increase the coordination of workforce development resources. Implement community strategies for early childhood education to allow families access to affordable child care and children the opportunity to develop tools for future learning. Create closer, action-oriented relationships between regional employers, County educational institutions, and relevant parts of Howard County government.**

- Create programming focused on apprenticeships, internships, and other skills training that opens a path to increasing levels of employment opportunity. Incorporate the need affordable health care and child care enhance the employment situation for the underemployed.
- Use public/private partnerships to increase the number of registered apprenticeships, internships, and skills training to open a path to increasing levels of employment opportunity.

## Outcomes

- Streamline and improve processes linking employers and educational institutions like HCC, HCPSS, and the Howard County Office of Workforce Development.
- Implementation of apprenticeships and other job training opportunities offered by the Maryland Apprenticeship and Training Program and others.
- Incentivize employers to provide reasonably priced employer sponsored health care and child care.

## Actionable Items

1. Convene a working group representing educational institutions, business (2 small, 2 large, 2 start-ups). Key resources include the: Howard County Economic Development Authority (HCEDA); Maryland Department of Labor Licensing and Regulation (DOLR); and the Howard County Office of Workforce Development. The purpose is to create a project plan for organization and implementation of practical work experiences including apprenticeship, internship and others.
2. Build accountability and financial incentives for employers into the plan.
3. Include early childhood education as a part of workforce development for underemployed residents. To increase access to existing early childhood programs, promote new linkages between the Howard County Public School System, County

Government, workforce development stakeholders, and housing affordability planners. The Howard County Public School System's Office of Early Childhood Programs and related county partners (e.g., Howard County Office of Children and Families, Howard County Early Childhood Advisory Council) is a leading stakeholder with existing programs and is poised to expand access to high quality experiences for the county's children and families prior to beginning school. Current relevant programs:

- [Talk With Me](#)<sup>79</sup> is designed to support children's brain development by promoting positive verbal interactions between parents, caregivers, and babies.
- [Read With Me](#)<sup>80</sup> is a pilot program that will provide a book per month to families of young children at three schools and their surrounding communities. Read With Me is an affiliate of Dolly Parton's Imagination Library.
- [ReadyRosie](#)<sup>81</sup> is a service that provides parents and caregivers with instructional videos (sent via email and text). that can be used to build their child's school readiness skills. Howard County has provided this service free of charge to every parent of a child 0-5.
- The School System [website](#)<sup>82</sup> also offers school readiness information for families of children 0-3<sup>83</sup> and 0-5<sup>84</sup>, in addition to information about our Pre-K and kindergarten programs.

HCPSS offers half-day (and some full-day) Pre-K programs to children 4 years old by September 1, meeting certain eligibility criteria. Regional Early Childhood Centers (RECCs) provide special education services for preschoolers with disabilities in classes that also include children who do not have disabilities; there are limited spots available in the Learning Together Program for 3- and 4-year-old children who do not have disabilities.

In terms of expanding access to current programming, there are a few areas of interest:

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<sup>79</sup> <https://www.hcpss.org/launch-into-learning/talk-with-me/>

<sup>80</sup> <https://news.hcpss.org/news-posts/2018/09/hcpss-bright-minds-and-hc-early-childhood-advisory-council-introduce-read-with-me-howard-county-pilot-program/>

<sup>81</sup> <https://www.hcpss.org/launch-into-learning/ready-rosie/>

<sup>82</sup> <https://www.hcpss.org/early-childhood/>

<sup>83</sup> <https://www.hcpss.org/early-childhood/birth-three-years/>

<sup>84</sup> <https://www.hcpss.org/early-childhood/three-to-five-years/>

- [Kirwan Commission<sup>85</sup>](#) recommendations, including the [full report<sup>86</sup>](#) and the [preliminary recommendations specific to early childhood<sup>87</sup>](#).
- The Office of Early Childhood Programs is continuously seeking ways to expand program access to more children. This includes the Preschool Expansion Grant, which allows the system to expand access to full day Pre-K at three elementary schools and the [Judy Center<sup>88</sup>](#) grant, which serves children 0-5 and their families who live in the Cradlerock Elementary attendance area (Judy Center services include play groups, parenting classes, family engagement, adult education, and more).

## Interested Parties

- Howard Community Institutions: Community College, Public School System (Office of Early Childhood Education), Office of Workforce Development, Department of Community Resources and Services (Office of the Local Children's Board, Office of Children and Families, Office of Veterans and Military Families, Detention Center, Tech Council, Recreation and Parks (Therapeutic Recreation), County Chamber of Commerce.
- Community Action Council Headstart Program, Regional employers, Maryland Department of Labor, Society for Human Resource Managers.

## Sources

- [Howard Community College Education & Workforce Development at Howard Community College<sup>89</sup>](#), Presented by Minah Woo with information and research provided by Shannon Lichtinger, Associate Director for Research & Planning
- Howard County Office of Veterans and Military Families Department of Community Resources [presentation<sup>90</sup>](#)
- [Governor Larry Hogan, UMBC Training Centers Announce New Cyber, Apprenticeship Program Will Bridge Apprenticeship and College Degree Through Simultaneous Training And Classroom Instruction<sup>91</sup>](#)
- [MD Registered Apprenticeship Tax Credit<sup>92</sup>](#), (MD Department of Labor, Licensing, and Regulation) May 2018

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<sup>85</sup> <http://dls.maryland.gov/policy-areas/commission-on-innovation-and-excellence-in-education#!>

<sup>86</sup> <http://dls.maryland.gov/pubs/prod/NoPblTabMtg/CmsnInnovEduc/2018-Preliminary-Report-of-the-Commission.pdf>

<sup>87</sup> [http://dls.maryland.gov/pubs/prod/NoPblTabMtg/CmsnInnovEduc/2018\\_10\\_10\\_WG1Elements.pdf](http://dls.maryland.gov/pubs/prod/NoPblTabMtg/CmsnInnovEduc/2018_10_10_WG1Elements.pdf)

<sup>88</sup> <https://judycenter.hcps.org/>

<sup>89</sup> <https://cc.howardcountymd.gov/Portals/0/Education%20Workforce%20Development%20at%20HCC.pdf>

<sup>90</sup> <https://cc.howardcountymd.gov/LinkClick.aspx?fileticket=oVb0BUGC2IA%3d&tabid=494&portalid=0>

<sup>91</sup> <https://cc.howardcountymd.gov/LinkClick.aspx?fileticket=sTPW-5HwOC0%3d&tabid=494&portalid=0>

<sup>92</sup> <https://cc.howardcountymd.gov/LinkClick.aspx?fileticket=F6NfjKnzDw%3d&tabid=494&portalid=0>

- [MD Apprenticeship 2.0](#)<sup>93</sup>, (MD Department of Labor, Licensing, and Regulation) May 2018
- [MD Apprenticeship 2.0: Training that Works](#)<sup>94</sup>, (Maryland Department of Labor, Licensing, and Regulation) May 2018
- [Apprenticeship Presentation](#)<sup>95</sup> - (Maryland Department of Licensing, Labor and Regulations) March 2018
- [Building Registered Apprenticeship Programs](#)<sup>96</sup>, (U.S. Department of Labor) May 2018
- [Columbia Workforce Center Presentation](#)<sup>97</sup>, Howard County Office of Workforce Development, May 2018
- Howard EcoWorks and the [READY program](#)<sup>98</sup>
- [United Way ALICE Report Presentation](#)<sup>99</sup>, United Way of Central Maryland, February 2018
- [HCPSS Office of School Planning Presentation to Task Force](#)<sup>100</sup>, January, 2018
- [Howard County Office of Workforce Development Presentation](#)<sup>101</sup>, December, 2017
- [Baltimore Metropolitan Council Presentation](#)<sup>102</sup>, December 2017
- [EBOC Report on CR181-2016](#)<sup>103</sup>, August 2017
- [Columbia Renews Commitment to Diversity](#)<sup>104</sup>, American Planning Association, June, 2017
- [Is Your Child Showing Grit? School Report Cards Rate Students' Soft Skills](#)<sup>105</sup>, *Education Week*, May 2017
- [City of Baltimore 2014 Disparity Study](#)<sup>106</sup> - NERA Economic Consulting, March 2014
- [21<sup>st</sup> Century Community Learning Article](#)<sup>107</sup>, *Journal of Health & Human Services Administration*, Summer 2011
- Cheshire Consulting - [Laurie Reuben](#)<sup>108</sup>

<sup>93</sup> <https://cc.howardcountymd.gov/LinkClick.aspx?fileticket=ILBG94AYzQQ%3d&tabid=494&portalid=0>

<sup>94</sup> <https://cc.howardcountymd.gov/LinkClick.aspx?fileticket=A0qBIFok33A%3d&tabid=494&portalid=0>

<sup>95</sup> <https://cc.howardcountymd.gov/LinkClick.aspx?fileticket=m2lqifmiCTY%3d&tabid=494&portalid=0>

<sup>96</sup> <https://cc.howardcountymd.gov/LinkClick.aspx?fileticket=LzNDUnLaw-g%3d&tabid=494&portalid=0>

<sup>97</sup> <https://cc.howardcountymd.gov/LinkClick.aspx?fileticket=2TyxVUrj0lg%3d&tabid=494&portalid=0>

<sup>98</sup> <https://cc.howardcountymd.gov/LinkClick.aspx?fileticket=FQlIF9NLqao%3d&tabid=494&portalid=0>

<sup>99</sup> <https://cc.howardcountymd.gov/LinkClick.aspx?fileticket=pPNa8agushY%3d&tabid=494&portalid=0>

<sup>100</sup> <https://cc.howardcountymd.gov/LinkClick.aspx?fileticket=EVqqmNz9PEM%3d&tabid=494&portalid=0>

<sup>101</sup> <https://cc.howardcountymd.gov/LinkClick.aspx?fileticket=olk7AOUMnFU%3d&tabid=494&portalid=0>

<sup>102</sup> <https://cc.howardcountymd.gov/LinkClick.aspx?fileticket=mpHaOMuXzXk%3d&tabid=494&portalid=0>

<sup>103</sup> [https://cc.howardcountymd.gov/Portals/0/EBOC\\_CR-181\\_Report\\_Submitted\\_1.pdf](https://cc.howardcountymd.gov/Portals/0/EBOC_CR-181_Report_Submitted_1.pdf)

<sup>104</sup> [https://cc.howardcountymd.gov/LinkClick.aspx?fileticket=G8Vkd\\_edgEc%3d&tabid=494&portalid=0](https://cc.howardcountymd.gov/LinkClick.aspx?fileticket=G8Vkd_edgEc%3d&tabid=494&portalid=0)

<sup>105</sup> <https://cc.howardcountymd.gov/LinkClick.aspx?fileticket=V7ecWOc9EVg%3d&tabid=494&portalid=0>

<sup>106</sup> <https://cc.howardcountymd.gov/LinkClick.aspx?fileticket=B4mbyPRM5GY%3d&tabid=494&portalid=0>

<sup>107</sup> <https://cc.howardcountymd.gov/LinkClick.aspx?fileticket=a5kpPNu-ZuU%3d&tabid=494&portalid=0>

<sup>108</sup> <http://cheshiregroup.net/about/about-laurie-reuben/>

**RECOMMENDATION 9. Intentionally include the soft skills that are required for long term success in the workplace in all skill development programs. These include the ability to communicate in an effective and meaningful way, to demonstrate enthusiasm and a positive attitude, to work as part of a team, to understand the value of networking, to be an effective critical thinker, and to demonstrate the qualities of professionalism**

- Lack of emotional intelligence and soft skills (also known as social emotional learning) are the primary reasons for employment termination. These skills include problem-based learning that teaches how to think for oneself and become better at finding the resources—information, tools, and materials—that are needed to increase confidence and to successfully solve problems.
- Employers retain employees who are more skilled in this area and research indicates an improvement in business results. Soft skills training includes cultural proficiency so important to the diverse Howard County and the growing global market.

## **Outcomes**

- New employees enter the workforce with social/emotional learning having had training and experience with soft skills.
- Increase cultural proficiency in Howard County.

## **Actionable Items**

1. Survey regional employers to assess the specifics of soft skills that are currently lacking in entry-level employees.
2. Create a task force of working experts in social and emotional intelligence to be responsive to the needs specified by regional employers in the survey.
3. Work with HCC and HCPSS to create multiple training options including virtual and hybrid methodologies.

## **Interested Parties**

- Regional employers and employers in high growth markets.
- Howard Community College, HCPSS, trainers and consultants who focus on soft skills and emotional intelligence and its impact in the current workforce.

## **Sources**

- Subject Matter Expert - Laurie Rueben, Cheshire Consulting Group, May 2018.
- Eng, N. (2013). The Impact of Demographics on 21<sup>st</sup> Century Education. *Society*, 50(3), 272-282. doi:10.1007/s12115-013-9655-z Dickstein, M. (n.d.).

- [21st century skills - where do we start?](#)<sup>109</sup>
- True STEM education. *Technology and Engineering Teacher*, 73(4), 8-16. Great Schools Partnership. (2015, August 20).
- [21st century skills](#)<sup>110</sup>.
- Dodd, A., Bowen, L. (2011). [21st century community learning centers—improving the academic performance of at-risk students: a Bronx tale](#)<sup>111</sup>.
- Anderson-Butcher, D. (2004). Transforming schools into 21<sup>st</sup> Century Community Learning Centers. *Children & Schools*, <sup>26</sup>
- Lapek, J. (March 2017). 21<sup>st</sup> century skills the tools students need. *Children’s Technology and Engineering* (formerly *Technology and Children*).
- Partnership for 21<sup>st</sup> Century Skills. (2007). *Beyond the Three Rs: Voter Attitudes Toward 21<sup>st</sup> Century Skills*. Tucson, AZ.

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<sup>109</sup> [www.creativelearningsystems.com/files/21st-Century-Skills-Where-Do-We-Start.pdf](http://www.creativelearningsystems.com/files/21st-Century-Skills-Where-Do-We-Start.pdf) Gomez, A. & Albrecht, B. (2014, December/January)

<sup>110</sup> <https://www.edglossary.org/21st-century-skills/>

<sup>111</sup> <https://jhhsa.spaef.org/>

**RECOMMENDATION 10. Implement activities and programming that acknowledges the prominence of the Encore (elder) population in Howard County. Such programming should include the support of youth and opportunities for retirees and job changers.**

## Outcomes

- Increase the involvement of and leverage the County's Encore demographic to support youth.
- Train this population in skills needed to re-enter the workforce.

## Actionable Items

1. Assess the current bridges that exist in the County between our aging population and youth.
2. Use the existing "bridging organizations" to create a project plan that increases and enhances these relationships.
3. Work with the Howard County Office of Workforce Development and others to assess the baseline needs of our 55+ population who desire to re-enter the workforce.
4. Work with HCC to integrate this population into current and new training programs.

## Interested Parties

- HCPSS, HCC, trainers and consultants.
- HC population 55+.

## Sources

- Linda Gordon-Gilmore, Business Services Manager, [Division of Workforce Development and Adult Learning](#)<sup>112</sup>, Maryland Department of Labor, Licensing and Regulation.
- Michael Kelly, Executive Director, [Baltimore Metropolitan Council](#)<sup>113</sup>.
- Lisa Terry, Administrator, [Office of Veterans and Military Families](#)<sup>114</sup>, Howard County Department of Community Resources and Services.
- [Minah Woo](#)<sup>115</sup>, Associate Vice President, Continuing Education/Workforce Development, Howard Community College.
- [Education & Workforce Development at Howard Community College](#)<sup>116</sup> - July 2018.

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<sup>112</sup> <https://www.dlir.state.md.us/employment/>

<sup>113</sup> <https://sites.google.com/baltometro.org/home>

<sup>114</sup> <https://www.howardcountymd.gov/Departments/Community-Resources-and-Services/Office-of-Veterans-and-Military-Families>

<sup>115</sup> <https://www.howardcc.edu/about-us/contact-us/staff-directory/minah-woo>

<sup>116</sup> [https://cc.howardcountymd.gov/Portals/0/Education Workforce Development at HCC.pdf](https://cc.howardcountymd.gov/Portals/0/Education%20Workforce%20Development%20at%20HCC.pdf)



- [Apprenticeships in Maryland Presentation](#)<sup>117</sup> - (MD Department of Labor, Licensing, and Regulation) - June 2018.
- [Independent Electrical Contractors Join MD Apprenticeship Ambassador Program](#)<sup>118</sup> - (MD Department of Labor, Licensing, and Regulation) - June 2018.
- [Rec and Parks Impact on Econ Growth](#)<sup>119</sup> - June 2018.
- [UMBC New Cyber Apprenticeship Program](#)<sup>120</sup> - (MD Department of Labor, Licensing, and Regulation) - May 2018
- [MD Apprenticeship 2.0121](#) - (MD Department of Labor, Licensing, and Regulation) May 2018
- [MD Apprenticeship 2.0: Training that Works](#)<sup>122</sup> - (MD Department of Labor, Licensing, and Regulation) May 2018
- [Building Registered Apprenticeship Programs](#)<sup>123</sup> - (U.S. Department of Labor) May 2018
- [Columbia Workforce Center Presentation](#)<sup>124</sup> - (Howard County Office of Workforce Development)
- [Howard EcoWorks and READY Program Presentation](#)<sup>125</sup> - April 2018
- [Apprenticeship Presentation](#)<sup>126</sup> - (Maryland Department of Licensing, Labor and Regulations) March 2018
- [Apprenticeship Brochure](#)<sup>127</sup> - (Maryland Department of Licensing, Labor and Regulations) March 2018
- [Governor Larry Hogan Announces Maryland Reaches 10,000 Registered Apprentices](#)<sup>128</sup>.
- [Governor Larry Hogan Announces Comprehensive Initiative to Boost Computer Science Workforce Development Statewide: Executive Order, Proposed Legislation, and \\$5 Million Added Funding Aim to Increase Job Readiness, Diversity in Computer Science Industries](#)<sup>129</sup>.
- [Maryland Multi Housing Authority –Service Training Academy](#)<sup>130</sup>

<sup>117</sup> <https://cc.howardcountymd.gov/LinkClick.aspx?fileticket=njNMZkl7jyU%3d&tabid=494&portalid=0>

<sup>118</sup> <https://cc.howardcountymd.gov/LinkClick.aspx?fileticket=C03VBBZmWC8%3d&tabid=494&portalid=0>

<sup>119</sup> <https://cc.howardcountymd.gov/Portals/0/Rec and Parks Impact on Econ Growth.pdf>

<sup>120</sup> <https://cc.howardcountymd.gov/LinkClick.aspx?fileticket=sTPW-5HwOC0%3d&tabid=494&portalid=0>

<sup>121</sup> <https://cc.howardcountymd.gov/LinkClick.aspx?fileticket=1LBG94AYzQQ%3d&tabid=494&portalid=0>

<sup>122</sup> <https://cc.howardcountymd.gov/LinkClick.aspx?fileticket=A0qBIFok33A%3d&tabid=494&portalid=0>

<sup>123</sup> <https://cc.howardcountymd.gov/LinkClick.aspx?fileticket=LzNDUnLaw-g%3d&tabid=494&portalid=0>

<sup>124</sup> <https://cc.howardcountymd.gov/LinkClick.aspx?fileticket=2TyxVUrjOlg%3d&tabid=494&portalid=0>

<sup>125</sup> <https://cc.howardcountymd.gov/LinkClick.aspx?fileticket=FQLIF9NLqao%3d&tabid=494&portalid=0>

<sup>126</sup> <https://cc.howardcountymd.gov/LinkClick.aspx?fileticket=m2lqifmiCTY%3d&tabid=494&portalid=0>

<sup>127</sup> <https://cc.howardcountymd.gov/LinkClick.aspx?fileticket=2m-PZM49SoQ%3d&tabid=494&portalid=0>

<sup>128</sup> <https://governor.maryland.gov/2018/09/18/governor-larry-hogan-announces-maryland-reaches-10000-registered-apprentices/>

<sup>129</sup> <https://governor.maryland.gov/2017/11/02/governor-larry-hogan-announces-comprehensive-initiative-to-boost-computer-science-workforce-development-statewide/>

<sup>130</sup> <https://www.mmhaonline.org/MMHASTA>

## CONCLUSION

The past 15 months have been filled with meetings, data gathering, and learning. For some, these months consisted of new information leading to new thought patterns while for others it further instilled thoughts and concepts brought about by years of experience. The EOPTF cannot say thank you enough to the men and women who shared their expertise and experiences with the full Task Force and the subcommittees. The Task Force is also indebted to the County staff who offered advice and counsel for without their aid, we would not have progressed as quickly.

Howard County, MD is undoubtedly one of the finest communities in the United States. Picturesque neighborhoods, top schools, fantastic public amenities, and access to major US markets are some of the reasons Howard County communities have received countless statewide and national accolades. For many in Howard County this is the best of times as life is flourishing. Yet, there is an emerging population for whom each day is a challenge in survival and making ends meet.

Opportunities abound to improve the outcomes for individuals and businesses simultaneously. The existing support network for underemployed residents is stretched thin, but the structural realignment as described in the PILLARS will reduce barriers for the individuals served by this network. Improving outcomes for local businesses will open new markets and revenue sources, resulting in expansion and job creation.

By using innovative strategies and creatively leveraging resources, the opportunity for County wide prosperity expands. Intentionally linking the **five pillars of housing affordability, arts/culture expansion, enhanced immigrant community support, transportation and mobility, and education and business workforce development** will improve the quality of life for many. When we move the proverbial needle in these areas, all of Howard County will be better for it.

## APPENDIX A

### *Subject Matter Experts Consulted*

1.	October 30 2017	Full Task Force	Jon Weinstein, Howard County Council
2.	December 11, 2017	Full Task Force	Michael B. Kelly, Executive Director, Baltimore Metropolitan Council
3.			Francine R. Trout, Administrator, Howard County Office of Workforce Development
4.	January 22, 2018	Full Task Force	Renee Kamen, AICP, Manager, Office of School Planning, Howard County Public School System
5.			Cole Schnorf, COO – Director of Development, Manekin, and Co-Chair of the County APFO Task Force
6.	February 28, 2018	Economic Development Subcommittee	Larry Twele of the Howard County EDA
7.			Dr. Richard Clinch, Executive Director of the University of Baltimore’s Jacob France Institute
8.	March 12, 2018	Full Task Force	Kelly Kesler, Director, Howard County Local Health Improvement Coalition (LHIC), Howard County Health Department, Bureau of Health Promotion
9.	March 12, 2018	Housing / Community Development Subcommittee	Kelly Cimino, Director of the county’s Department of Housing and Community Development
10.			Peter Engel, Executive Director of the Howard County Housing Commission
11.	March 27, 2018	Housing / Community Development Subcommittee	Cindy Parr, Executive Director of the ARC of Howard County
12.	March 28, 2018	Economic Development Subcommittee	Clive Graham, Administrator, Office of Transportation, Howard County Government
13.	March 27, 2018	Workforce Development and Education	Linda Gilmore, Manager, Business Services, Office of Workforce Development, Department of Labor, Licensing, & Regulation Elizabeth Edsall Kromm, vice president of population health and advancement for Howard County General Hospital
14.	April 9, 2018	Housing / Community Development Subcommittee	Melissa Rosenberg, Executive Director of the Howard County Autism Society
15.			Mark Dunham, a consultant to the Society
16.			Coleen West, Executive Director of the Howard County Arts Council
17.	April 23, 2018	Housing / Community Development Subcommittee	Dan Pontious, Housing Policy Coordinator, Baltimore Metropolitan Council
18.			Tim May, volunteer with the Columbia Housing Center

19.	April 9, 2018	Full Task Force	Jeffrey P. Bronow, Chief, Division of Research, Howard County Department of Planning and Zoning Jean Sedlacko, Chair, Board of Directors, Making Change Nathaniel Alston, Jr. (Chair), Howard County Equal Business Opportunity Commission Kari Staddon, Director of Development, United Way of Central Maryland
20.	May 7, 2018	Housing / Community Development Subcommittee	Jacqueline R. Scott, JD, ML, Director, Department of Community Resources and Services
21.	May 15, 2018	Full Task Force	Steve Sachs, the Chair of the Howard County Spending Affordability Committee
22.	May 21, 2018	Housing / Community Development Subcommittee	Jason Jannati, Chief Development Officer, Power52
23.	May 29, 2018	Workforce Development and Education	Laurie Reuben, Cheshire Consulting
24.	May 31, 2018	Economic Development Subcommittee	Emmet Tydings - Vice Chair of Suburban Maryland Transportation Alliance,
25.			Francine R. Trout, Director, Howard County Office of Workforce Development
26.			Gordon-Gilmore, Business Services Manager, Division of Workforce Development and Adult Learning, Maryland Department of Labor, Licensing and Regulation
27.	June 4, 2018	Housing / Community Development Subcommittee	John Byrd, Director, Department of Recreation and Parks
28.	June 4, 2018	Housing / Community Development Subcommittee	Hector Garcia, FIRN
29.	June 11, 2018	Full Task Force	Lisa Terry, Administrator, Office of Veterans and Military Families, Howard Co Department of Community Resources and Services
30.			Gordon-Gilmore, Business Services Manager, Division of Workforce Development and Adult Learning, Maryland Department of Labor, Licensing and Regulation
31.	June 26, 2018	Housing / Community Development Subcommittee	Kelly Cimino, Director of the county's Department of Housing and Community Development
32.			Peter Engel, Executive Director of the Howard County Housing Commission
33.	July 31, 2018	Workforce Development and Education	Minah Woo, Associate Vice President, Continuing Education/Workforce Development
34.	October 9, 2018	Full Task Force	Jackie Eng, Association of Community Services Michael Lee, Making Change Nanette Stokes, JustLiving Advocacy, Inc

# APPENDIX B

## REFERENCE DOCUMENTS AND REPORTS<sup>131</sup>

- [Pillars of Economic Success in HC WDAC Committee Recommendations](#)
- [Education & Workforce Development at Howard Community College - July 2018](#)
- [United Way Referrals from 7.1.17-5.24.18](#)
- [Kelly Cimino Handout - June 2018](#)
- [Affordable and Special Populations - June 2018](#)
- [Howard County Office of Veterans and Military Families Presentation - June 2018](#)
- [Apprenticeships in Maryland Presentation - \(MD Department of Labor, Licensing, and Regulation\) - June 2018](#)
- [Independent Electrical Contractors Join MD Apprenticeship Ambassador Program - \(MD Department of Labor, Licensing, and Regulation\) - June 2018](#)
- [Rec and Parks Impact on Econ Growth - June 2018](#)
- [UMBC New Cyber Apprenticeships Program - \(MD Department of Labor, Licensing, and Regulation\) - May 2018](#)
- [Howard County Chamber Transportation Discussion - May 2018](#)
- [MD Registered Apprenticeship Tax Credit - \(MD Department of Labor, Licensing, and Regulation\) May 2018](#)
- [MD Apprenticeship 2.0 - \(MD Department of Labor, Licensing, and Regulation\) May 2018](#)
- [MD Apprenticeship 2.0: Training that Works - \(MD Department of Labor, Licensing, and Regulation\) May 2018](#)
- [Building Registered Apprenticeship Programs - \(U.S. Department of Labor\) May 2018](#)
- [Columbia Workforce Center Presentation- \(Howard County Office of Workforce Development\) May 2018](#)
- [The Leadership Circle Profile Graphic - \(Leadership Lab\) May 2018](#)
- [Pillars of Economic Success in Howard County - May 2018](#)
- [Trump's welfare reform plan misses a key piece: Transportation - \(\*The Washington Post\*\) May 2018](#)
- [Howard EcoWorks and READY Program Presentation - April 2018](#)
- [Promoting Integration and Prosperity - \(The Oak Park Regional Housing Center\) April 2018](#)
- [Howard County NAACP Event Flyers - April 2018](#)
- [Fast-bus systems overtake light rail as the next big thing in urban transit - \(\*The Wall Street Journal\*\) April 2018](#)
- [The Business Monthly New Housing Initiative - April 2018](#)
- [Howard County Autism Housing Initiative - April 2018](#)

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<sup>131</sup> <https://cc.howardcountymd.gov/EOPTaskForceDocs>

- [Howard County Arts Council Presentation](#) - April 2018
- [EOPT Public Hearing testimony from Making Change, Inc.](#)- April 2018
- [Howard County Autism Housing Initiative Presentation](#) - April 2018
- [EOPT Public Hearing Presentation](#) - (EOP Task Force) April 2018
- [Learning About Howard County: Population, the Economy & the Built Environment](#) - (Howard County Department of Planning and Zoning) April 2018
- [Counting Our Losses: The Hidden Cost to Marylanders of an Inadequate Child Care System](#) - (Maryland Family Network) April 2018
- [Spending Affordability Advisory Committee Report FY2019](#) - March 2018
- [Columbia Housing Center FAQ](#) - March 2018
- [Transit in Howard County Presentation](#) - (Hispanic Roundtable) March 2018
- [Apprenticeship Presentation](#) - (Maryland Department of Licensing, Labor and Regulations) March 2018
- [Apprenticeship Brochure](#) - (Maryland Department of Licensing, Labor and Regulations) March 2018
- [Howard County Economy Overview](#) - (Baltimore Metropolitan Council) March 2018
- [Economy Responses to Task Force Questions](#) - (Office of Workforce Development) March 2018
- [Howard County Local Health Improvement Council Presentation](#) -(Howard County Health Department) March 2018
- [Howard County Department of Housing & Community Development Task Force Presentation](#)<sup>132</sup> - March 2018
- [Howard County Economic Outlook Presentation](#) - (Presentation to Spending Affordability Committee) February 2018
- [HCEDA Subcommittee Presentation](#) - (Howard County Economic Development Committee) February 2018
- [ACS Materials](#) - (Association of Community Services) February 2018
- [United Way ALICE Report Presentation](#) - (United Way of Central Maryland) February 2018
- [ACS Self-Sufficiency Indicators Report Presentation](#) - (Association of Community Services) February 2018
- [Howard County Department of Housing & Community Development MIHU Report](#) - January 2018
- [Howard County Department of Housing & Community Development Director's Report](#) - January 2018
- [United Way ALICE Report Presentation](#)<sup>133</sup> - January 2018
- [HCPSS Office of School Planning Presentation to Task Force](#) - January 2018
- [Howard County Office of Workforce Development Presentation](#) - December 2017
- [Baltimore Metropolitan Council Presentation](#) - December 2017

<sup>132</sup> <https://cc.howardcountymd.gov/LinkClick.aspx?fileticket=ly98dCNku7k%3d&tabid=494&portalid=0>

<sup>133</sup> <https://cc.howardcountymd.gov/LinkClick.aspx?fileticket=0oao2yFukfs%3d&tabid=494&portalid=0>

- [EBOC Report on CR181-2016](#) - August 2017
- [Columbia Renews Commitment to Diversity](#) - (American Planning Association) June 2017
- [Is Your Child Showing Grit? School Report Cards Rate Students' Soft Skills](#) - (*Education Week*) May 2017
- [Regional Preference Programs](#) - (Howard County Office of Purchasing) April 2017
- [2016 Maryland Disparity Study](#) - (NERA Economic Consulting) February 2017
- [Howard County Early Education Action Group Report](#) - January 2017
- [Affordable Child Care Report \(ACS\)](#) - January 2017
- [CR181-2016 Legislation](#) - (Howard County Council) December 2016
- [Baltimore Regional Plan for Sustainable Development](#) - June 2015
- [Working Parent Assistance Program](#) - (The Working Parents Assistance Program And Trust Fund Montgomery County, Maryland) November 2014
- [Summary of Past Childhood Needs Assessments and Strategic Plans](#) (SOURCE NOT NOTED) June 2014
- [City of Baltimore 2014 Disparity Study](#) - (NERA Economic Consulting) March 2014
- [21st Century Community Learning Article](#) - (*Journal of Health & Human Services Administration*) Summer 2011
- [Early Childhood Strategic Plan](#) - (The Howard County Early Childhood Strategic Planning Team, Local Children's Board of Howard County) July 2003
- [Howard County Child Care Task Force Final Report](#) - (Howard County Child Care Task Force, Local Children's Board) July 2001

# APPENDIX C

## HOWARD COUNTY COUNCIL RESOLUTION 119-2017<sup>134</sup>

### County Council of Howard County, Maryland

2017 Legislative Session

Legislative day # 12

#### RESOLUTION NO. 119-2017

Introduced by: Jon Weinstein

A RESOLUTION creating an Economic Opportunity and Prosperity Task Force to identify and study policies, programs, and potential legislation to facilitate economic growth and increase economic opportunities for individuals, businesses, and organizations in Howard County and to make recommendations to the Howard County Council and Howard County Executive.

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Introduced and read first time on September 5, 2017.

By order Jessica Feldmark  
Jessica Feldmark, Administrator to the County Council

Read for a second time and a public hearing held on September 18, 2017.

By order Jessica Feldmark  
Jessica Feldmark, Administrator to the County Council

This Resolution was read the third time and was \_\_\_ Adopted, ☒ Adopted with amendments, \_\_\_ Failed, \_\_\_ Withdrawn by the County Council on October 2, 2017.

Certified by Jessica Feldmark  
Jessica Feldmark, Administrator to the County Council

NOTE: [[text in brackets]] indicates deletions from existing language; TEXT IN SMALL CAPITALS indicates additions to existing language. Strike-out indicates material deleted by amendment; Underlining indicates material added by amendment.

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<sup>134</sup> <https://apps.howardcountymd.gov/olis/LegislationDetail.aspx?LegislationID=2904>



1           **WHEREAS**, the increase in the basic cost of living in Howard County and the State of  
2 Maryland outpaces the increase in wages for a substantial portion of the population; and  
3

4           **WHEREAS**, business, governmental, and community organizations address the issues of  
5 workforce support in a variety of ways and will benefit from better coordination and  
6 collaboration to develop comprehensive approaches; and  
7

8           **WHEREAS**, workforce development, business sector growth, housing, transportation,  
9 and education (including job skills training, apprenticeships, and internships), are a few of the  
10 many critical areas that enable individuals to obtain higher paying, more fulfilling, and longer-  
11 term jobs, help build a more skilled and stable workforce for local employers, make Howard  
12 County a more attractive place to start and locate a business; and  
13

14           **WHEREAS**, the County Council wishes to explore comprehensive, coordinated,  
15 efficient, and effective ways to improve the economic situations and create as many pathways to  
16 economic prosperity as possible for individuals and businesses in the County; and  
17

18           **WHEREAS**, Section 902 of the Howard County Charter authorizes the creation of  
19 temporary advisory boards of citizens to study policies and issues;  
20

21           **NOW, THEREFORE, BE IT RESOLVED** by the County Council of Howard County,  
22 Maryland, this 2nd day of October, 2017, that there is an Economic Opportunity and  
23 Prosperity Task Force established to study ways to increase economic growth in Howard County  
24 by:

- 25           1.       reviewing and analyzing policies, programs, laws, and incentives related to  
26                   expanding and supporting employment and economic growth in Howard  
27                   County;
- 28           2.       recommending changes to those policies, programs, laws, and incentives; and
- 29           3.       recommending any new policies, programs, and incentives to further foster  
30                   employment and economic growth in Howard County.

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**BE IT FURTHER RESOLVED** That the Task Force consists of the following individuals who, informed by their diverse experiences, knowledge, and ideas, will serve as representatives of the Howard County community as a whole rather than representing any specific organization with which they may be affiliated:

1. Leonardo V. McClarty, Co-Chairperson
2. Phyllis B. Madachy, Co-Chairperson
3. Ali M. Abidi
4. Marianne H. Brackney
5. Anne I. Brinker
6. Paul K. Casey
7. Ana M. Cisneros
8. Kimberly A. Flowers
9. Jason S. Jannati
10. Elizabeth M. Noble
11. Jaykant D. Parekh
12. Gopi Suri
13. Lawrence F. Twele
14. Jamie Brown
15. Dr. Maddy Halbach

**BE IT FURTHER RESOLVED** That the Task Force shall:

1. create subcommittees to address these and other topics:
  - a. workforce development, including employment processes and programs, compensation, and job access;
  - b. education, including technology and vocational training, mentoring, and apprenticeships;
  - c. economic development, including attracting new and relocating businesses through incentives, land-use, regulatory simplification, capital access, and public-private partnerships;

- 1 d. workforce success elements, including individual health, personal finance, and  
2 legal matters;  
3 e. housing including, affordability and workforce housing; and  
4 f. transportation, including but not limited to transit and ride-sharing; and  
5 2. include as members of subcommittees representatives of organizations or the Howard  
6 County community with the relevant expertise and experience that the Task Force  
7 considers appropriate to the subjects that the Task Force will study.

8  
9 **BE IT FURTHER RESOLVED** That the Task Force shall:

- 10 1. hold regular meetings;  
11 2. solicit and accept public testimony in writing or electronically;  
12 3. hold at least two public hearings.

13  
14 **BE IT FURTHER RESOLVED** That the Howard County Economic Development  
15 Authority, the Howard County Public School System, the Howard Community College, and the  
16 Howard County government, including each of its units, are requested to cooperate fully with the  
17 Task Force.

18  
19 **BE IT FURTHER RESOLVED** That the County Council shall provide staff support for  
20 the Task Force.

21  
22 **BE IT FURTHER RESOLVED** That, on or before December 31, 2018, the Task Force  
23 shall submit a report to the County Council and the County Executive that includes  
24 recommendations for legislation, policies, and programs.

25  
26 **BE IT FURTHER RESOLVED** That the Task Force shall terminate on March 31,  
27 2019.

**Amendment 1 to Council Resolution No. 119-2017**

**BY: Jon Weinstein**

**Legislative Day No. 13**

**Date: October 2, 2017**

Amendment No. 1

*(This amendment adds members to the Task Force.)*

1 On page 2, after line 18, insert:

2 “14. Jamie Brown

3 15. Dr. Maddy Halbach”.

4

ADOPTED 10/2/17  
FAILED                       
SIGNATURE Jessica Feldman